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19 October 1950

MEMORANDUM FOR: CIA Management Officer

FROM : Assistant Director for Reports and Estimates

SUBJECT : Proposal for an ORE Psychological Intelligence Division

1. ORE must take immediate action to fulfill specific commitments for psychological intelligence production and programming for the Joint Chiefs of Staff (PM 888) and for the Interdepartmental Foreign Information Staff. It is also apparent that the psychological aspects of all of ORE's intelligence production must be considered, whether or not it is specifically for psychological warfare purposes, if CIA's intelligence is to meet US security needs.

2. As you know, ORE has no organization for the production of psychological intelligence, nor are there sufficient numbers of qualified personnel in ORE that could be used for psychological intelligence production.

3. At present, ORE has found it necessary to make ad hoc arrangements for the production of psychological intelligence to meet the most pressing needs. These arrangements are not adequate - all the necessary psychological skills are not available; there is no formal organization, and there is no close tie-in functionally or procedurally with other ORE intelligence processes.

4. It is therefore recommended that ORE be authorized to establish a Psychological Intelligence Division organized as shown on the next page.

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NO CHANGE IN CLASS. ☐
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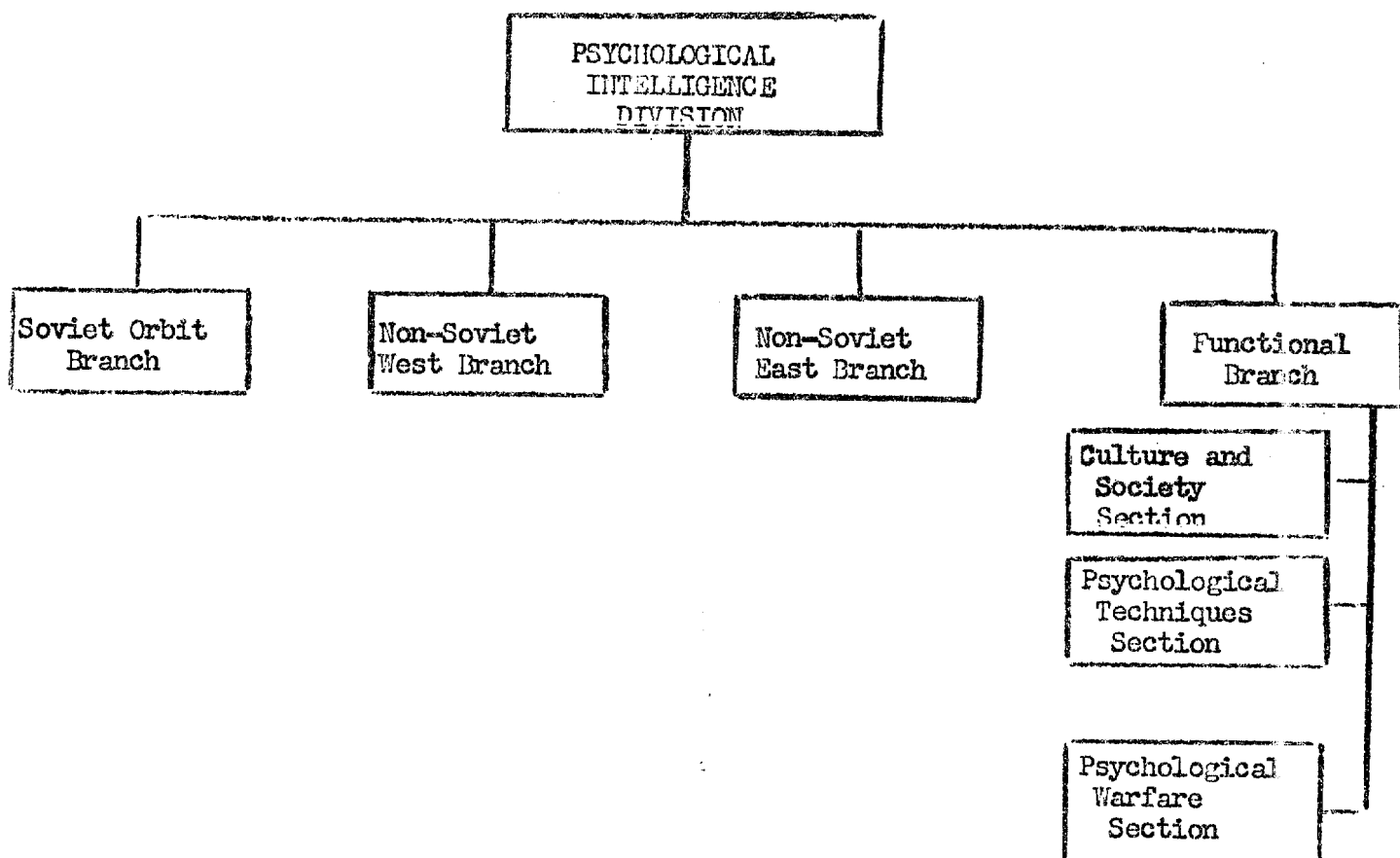
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ORGANIZATION CHART

FOR

PSYCHOLOGICAL INTELLIGENCE DIVISION



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5. This Division, in the form shown above, was developed for the following reasons:

a. The recruitment and training for psychological intelligence should be centralized so that all components and personnel learn not only the functions of their own jobs, but may learn the inter-relationship of their jobs to other psychological intelligence specializations. Psychological intelligence should be a family of related skills, homogenous in method as well as purpose.

b. After recruitment and training has been completed, the components of the proposed division can be dispersed and integrated into the ORE organization (e.g. the functional branch can be separate and the regional branches integrated into ORE's regional divisions.).

c. Should ORE be re-organized at some future date the proposed division could also be integrated into the new ORE organization with a minimum of trouble. (e.g. the regional branches of the Psychological Intelligence Division could be integrated into the regional divisions, while the functional branch could be associated with ORE functional components.)

d. Psychological intelligence production can be accomplished during the training period.

6. Proposed functions for the Psychological Intelligence Division (Appendix "A") have been prepared so that the exact responsibilities of these components can be shown and the inter-relationships between all components understood. Like the organization, the proposed functions should serve the following purposes:

a. To show the responsibilities of each component in order that job descriptions can be prepared and recruitment initiated.

b. Show the actual intelligence responsibilities to be assigned these components so that:

(1) Training can be undertaken in realistic terms.

(2) Production can be performed during training.

c. To allow for the integration of the components of the Psychological Intelligence Division into the ORE organization with little or no change in the substance of the function.

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7. The proposed table of organization for the Psychological Intelligence Division (Appendix "B") is valid also for recruitment and training and for eventual integration into the ORE organization. It should be noted that the proposed table of organization has been broken-down into "total requirements" and "immediate requirements". This was done in order that:

a. Personnel could be recruited to represent "blocks" of critically needed skills and thereby assist in the selection of future personnel and the development of a training program.

b. The budget allocations for the needed funds could be "phased".

c. There is sufficient time for a more thorough screening and selection of applicants.

8. Your consideration of the recommendation for the establishment of an ORE Psychological Intelligence Division is requested.


THEODORE BALBITT

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